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Business Men's Presidential League...

The public business is your business

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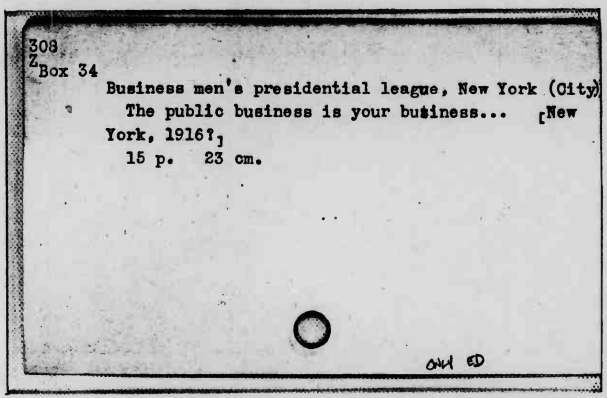


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# THE PUBLIC BUSINESS

**Is the Presidency of the United States a business man's job? It costs a billion dollars a year to run the United States. Experts agree that three hundred millions—nearly one-third—is wasted in inefficiency, red tape, loose organization and political catering. The latest report of the Secretary of the Treasury shows that the per capita cost of Government in 1915 was seventy-two per cent greater than in 1886.**

**Where will it stop? When shall we start getting the worth of our money? What private concern would rest under such a record of extravagance, waste, and mismanagement?**

# IS YOUR BUSINESS

BUSINESS MEN'S PRESIDENTIAL LEAGUE

1615—165 Broadway, New York City

# A BUSINESS MAN'S JOB

INTRODUCING the Government of the United States as the most gigantic, the most complicated and the most ambitious business organization on earth.

Can we induce you to turn aside for a moment from the wearying contemplation of diplomatic notes and crises that never quite crash? Truly, it isn't your fault if you've got a vague sort of impression that Uncle Sam's real function is to be the champion long distance letter writer of the universe.

What we want is to tell you about him in many of his more important, if less spectacular activities. We want to convince you that he does every day a thousand things that affect your welfare, your happiness, your prosperity.

We want to tell you about all that because upon that, the real meaning of Government, are we basing our argument that the President of the United States, executive head of the biggest organization in the world, should be a tried and trained business man with a demonstrated ability to handle big affairs to the profit and interest of the concern.

We want to remind you that the President, as the nation's head, has more than 500,000 employees and that his "concern," the Government, spends more than a billion dollars a year—and some of it YOUR money.

We want to dwell upon the fact that he appoints the executive heads of those great departments with their intimate ramifications penetrating everywhere in your affairs and that upon the nature of his appointees depends the manner in which your business—and ours—is going to be carried out.

And then we are going to ask you: "Isn't it time to choose the sort of man to run your public affairs that you would want to direct your private concerns?"

We believe our task would be done if we could just for one moment make you fully CONSCIOUS of Government. The news-

papers print millions of words about its law-making activities. They tell you practically nothing of its executive side. Can you name the laws that have been passed in the last two years? Can you name even a few of them? Can you name one that has had a direct, perceptible effect upon YOU?

Probably not, but you *Can* tell whether you are satisfied with the way Uncle Sam is handling your mail, for instance. You DO realize the potential importance TO YOU of his army and navy and the way they are conducted.

And how about the courts. Have you been in a United States court this year? Do you know three decisions, offhand, handed down by the Supreme Court in the past five years? Maybe not, but you know whether you are getting pure foods and if the price of your daily bread is rising.

Now, we don't mean to disparage the legislative, the diplomatic or the judiciary functions of the Government; we just want to convince you that, calmly analyzed, they are of far less importance to you than the executive.

Anyway, if you had a big business man for President, don't you think he would foster wise laws for the general welfare? Can you separate business prosperity in a broad sense from your own?

And if you had a man of that sort, with a life-time training in picking the man for the job because the results were vital to him and his employers, don't you think when opportunity offered he would pick the wise, upright competent sort of judge that you would select yourself?

## A Surprising Summary of What One Bureau Does.

Of course, it is impossible within the scope of this pamphlet to tell you all about your Government. (We don't know all about it anyhow). The best we can do is to start at the President himself, and tell you what he and the departments under him do, or should do. And then if you don't agree with us that a broad-gauge business man is the fellow to pick for the job—well, without being arrogant about it we'll just let it go that "one of us is crazy."

Before we start you on a personal tour of the Government departments, let us tell you in brief what just one of them does for



many of our hundred million inhabitants. We're going to pick one that you probably wouldn't think about as being of vast importance, just to show you how intimately even it touches the lives of the people.

The Weather Bureau! Perhaps that makes you smile. We like to joke our old friends. It gets reports from 3,500 land stations, 2,000 vessels and 50 foreign stations and is equipped with measuring and observing instruments of marvelous precision and ingenuity. Reports are telegraphed to more than 2,300 distributing stations whence they are more widely circulated by mail, phone and telegraph. Forecasts are mailed to 135,000 addresses daily and sent to 4,000,000 telephone subscribers. Also the Bureau's climatological service gathers data relative to crop seasons and rain and snow fall and issues the Snow and Ice Bulletin showing snow areas, thickness of ice in the rivers and other data. Now what is the importance of all that and why should it be run with the most business-like efficiency and dispatch?

## How Signals Save Life and Property.

At hundreds of points along the Atlantic, Pacific and Gulf coasts and the shores of the Great Lakes, including every important port and harbor, are displayed warning storm signals when forecasts justify them. Usually from twelve to twenty-four hours in advance the Government tells sea-faring men to beware. Vessels with cargoes worth more than $30,000,000 and freighted with untold human lives are known to have been kept in Atlantic ports alone until the passing of the danger of which the Bureau gave warning.

Warnings of cold waves have saved incalculable property. There is on record a single instance where such a warning saved $3,000,000. Warnings of unseasonable cold are of tremendous worth to growers of fruit, tobacco, cranberries and produce. Florida growers saved $100,000 worth of oranges and other delicate growing things in a single night.

Once the Bureau, guided by its rainfall and river observations, issued a flood warning that saved $15,000,000 in live stock and other property for dwellers in the Mississippi valley.

The railroads, in moving invaluable cargoes of perishable freight and express, are guided largely by the bureau's forecast, holding shipments, preparing to regulate car temperatures, rushing consignments into shelter as the forecasts suggest, and avoiding moving the wrong sorts of freight when intense temperature in either direction is threatened.

Brewers, wine makers, soft drink manufacturers, are all controlled in their shipments by the weather predictions. Greenhouses are shut up and warmed up when bleak weather is on the way; some forms of building work are stopped rather than be interrupted at the wrong stage; natural and artificial gas companies increase their supplies to the public; ammonia condensers and other exposed machinery receive protection; mains and pipe are drained.

Inclement weather, forecast by the Bureau, causes merchants to make their wares seasonable and to judge of the quantity and nature of advertising advisable. Cold weather spurs on the coal dealer and slows the ice factory, charity organizations prepare for increased demands, merchandise on wharves is protected.

## What the Biggest Boss Does.

Rain forecasts enable fruit growers to hasten picking, vegetable farmers to gather their products in dry weather, the alfalfa farmer to know when to bale his crop and manufacturers in many lines which have semi-exposed plants, such as lime, cement and brick makers, to protect their materials.

Had you ever realized the importance of this department before or thought of the logic of having it, and all others, run at top notch efficiency?

Now let us start at the biggest boss on earth. The boss of this America job. We pay him $75,000 a year and a lot of perquisites. Worth it, of course, but enough to justify us in demanding the finest manager we can get, just the same.

## The Presidency a Stupendous Job.

He is responsible for helping frame and for executing laws whereby the whole great machine is controlled and whereby during his four years some $4,000,000,000 is raised and spent. He



appoints the members of his cabinet, the big sub-executives directly responsible for carrying on all the complex business of the nation; he is finally responsible for our foreign policy; he gets 2,000 letters a day, he "hires" an army of those in the bigger jobs of the country. In short, it's "up to him;" the whole tone of the nation during his four years depends upon the kind of man he is, the kind of men he employs to work under him. Sometimes he *makes* laws. Take Monroe and his doctrine—that was a personal utterance of a President and it carries as much weight, it is as much a part of the organic law of the nation, as though it were in the Constitution. That isn't all he has to do but that ought to be enough to drive home the point that we need a man who knows how to do big things in a big way, not a man who knows how to talk big words in a loud voice.

Next comes the Secretary of State, ranking member of the Cabinet and appointed by the President. The showy side of his work is the direct handling of the country's diplomatic relations with other nations, carried on through this Government's diplomatic representatives abroad and Foreign diplomats in this country. In this he is little more than a mouth piece and a rubber stamp for the President.

## The State Department's Real Work.

The real part of his job has to do with the United States' foreign trade. He attends to this through nearly 800 consular agents abroad and the consular representatives of other nations to be found all over this country. The ground work for the nation's huge millions of foreign commerce is laid through his dealings with these other nations and their agents—in a large sense he is sales agent, traffic manager, credit man, advertising agent, all combined. Sounds like a business job, doesn't it, particularly now when America's new position in world trade is trembling in the balance and every move counts? Think of the vast, intricate job of organization involved in seeing that in the world-adjustment after the war, the United States gets its full and fair share of the markets of the civilized nations. Hardly a place for a speechmaker or an underling trained mostly in routine, is it?

The very word Treasury carries with it the idea of business, system, efficiency—that typically American gift for doing things largely and well. Aren't you just a bit particular as to who handles money for you? The Treasury handles more real money than any institution on the face of the globe. It is our receiving teller and our paying teller and when it doesn't spend wisely and well, we make up the deficit, whether it happens to be convenient or not. Is it sensible to choose a President who will appoint a Secretary of the Treasury because of the individual's political value to himself?

The Secretary of the Treasury has to devise and administer the most elaborate and complicated system of accounting known to civilization and he ought to know something about commercial science to do it.

## Handling Billions Not the Sole Task of the Secretary of the Treasury.

Besides acting as the fiscal agent of the nation, collecting all the taxes levied by the Congress and disbursing the proceeds in countless ways, the Treasury controls the currency of the country, printing its paper money and stamps, and directs such departments as the Public Health and the Life Saving Services.

We'll pass over the printing of currency and the minting of coin—all of us have seen that done and wished we could go into the business ourselves just for an hour or two. You know, too, about the Secret Service that protects the life of the President and wages relentless war on counterfeiters. That highest type of police work is one of the minor jobs our Secretary of the Treasury should be able to supervise intelligently.

The Customs bureau of the Treasury, since its creation, has collected some $12,000,000,000 through the custom houses of the nation's ports. It has to answer all the involved technical questions of tariff and duty and to give the importer a square deal that will not hamper his trading without doing injustice to its employer, the nation. This Bureau's agents, here and abroad, watch out for smugglers and keep a fleet of armed vessels ready to enforce our tariff laws. So here again the Secretary of the Treasury has to be



skipper of a fleet and director of elaborate international police work. And in these war times the Bureau has the added duty of preventing maritime violations of our neutrality laws.

The Internal Revenue Bureau is the next largest collector for Uncle Sam, gathering in the tax on tobacco, whiskey and other beverages and levying special stamp taxes imposed from time to time. Its agents, too, carry on a difficult and dangerous kind of police work in preventing evasions of the law. There is no more adventurous chapter of our history than the story of the unending fight between these men and the moonshiners who seek to rob the Government of its lawful taxes.

About 8,000 national banks with a billion dollars capital and approximately seven hundred millions surplus, more than five billions in loans, and deposits of approximately the same amount and charged with the duty of distributing our national bank notes—the red corpuscles of our business circulation—are under the control of the Secretary of the Treasury. Sounds like a job for a man who knows something about finance!

## A Back-door Introduction to a Big Executive.

Then there is the Comptroller who supervises the work of all department auditors and the Supervising Architect who erects and maintains the public buildings all over the country authorized by the Government. Had it ever occurred to you that the Secretary of the Treasury is an architect, a contractor and a builder?

Who is the biggest caterer in the United States? Can't answer? All right, the Secretary of War! Sort of back-door introduction, maybe, but you know all about his more glamorous military functions. And now of course you can answer right off the bat when we ask: "Who is the biggest clothier in the country?" Correct! And one of the country's greatest employment agents? Yes, for he, through the Recruiting Department hires the soldiers who will fight for us if we need them.

Then there's his Ordnance Bureau that has to be able to manufacture or buy everything from a coast gun to a cartridge, from a horse shoe to an armored automobile or the latest aeroplane. His lines of technical endeavor are countless and when the emer-

gency minute comes the way he has done his work counts—counts in lives and in property.

Where under the sun is efficient, business-like preparedness as important to all of us as right there. Do you want a theorist, an idealist or a politician to do this work for you, or do you want a man who has a record of getting things done?

Then, through his Corps of Engineers he builds fortifications, keeps them in shape, and plans and directs the river and harbor work of the nation in conjunction with the States. That Corps has carried out work costing more than half a billion dollars and is just beginning.

## Country Editing Poor Training For the Secretary of the Navy.

The Secretary of the Navy is the skipper of the biggest American fleet and perhaps the second or third largest in the world. But with all the seafaring knowledge the job demands he must be many other things besides. As a purchasing agent, for instance, he needs all the acumen he can summon. Just think of his coal bill alone! Did you know that in normal times, he's one of the greatest powder manufacturers on earth; that he carries on contract work on a scale that would stagger the average business man; that there are few great manufacturing establishments comparable with his Naval Gun Factory at Washington? Would you pick the editor of a small town newspaper to do all that—would you hire him to build battleships for You?

Shouldn't a man have a little technical knowledge to direct the ultra-scientific work of the Naval Observatory and to see that the nation doesn't fall behind in wireless equipment—the eyes and ears of the modern fighting force?

Hardly anyone needs to be told that the Post Office Department might be improved to his benefit and comfort. Just a few figures before we pass on—over 300,000 employees, some 16,000,000,000 pieces of mail matter handled yearly, a quarter of a million money orders a year, nearly 200,000 registered letters a day, a staggering tonnage of second class matter, the prodigiously growing parcel post business and the Postal Savings Banks that make the Postmaster General a pretty big banker himself.



The greater the volume of business, the larger the amount of supplies consumed, the more elaborate the problems of handling and distribution, the more is the job a business one offering an executive the sort of chance he loves to introduce economy, efficiency, organization. Wouldn't it be interesting to have a Postmaster General who would devote his four years just to giving us better mail service and who would be competent to handle the task?

## "Uncle Joe" and the Man Who Wanted to Save Uncle Sam Money.

While we're on the subject of the Post Office Department here's a good example from real life of the way a straight-out business proposition strikes the political mind. A few years ago, while "Uncle Joe" Cannon was Speaker of the House, a responsible Illinois business man came to him with the proposition that he be allowed to take over the Post Office Department, and, under bond, contract to run it for exactly half of what it was then costing. The man would be satisfied, he said, to take his own profit out of what he could save from the half allowed him.

"Uncle Joe" looked at his visitor a moment with frank amazement, then he exclaimed:

"Why, a man who would come down here with a proposition like that must be a damned thief—get out of here!"

The Department of the Interior is a sort of dumping ground for the work that doesn't seem to belong to any other department. The useless duplication, where its loosely defined functions overlap those of other departments has long been one of those scandals of administration that Congress doesn't find time to remedy. And we pay the bills.

The General Land Office of this department discloses Uncle Sam as the champion real estate agent of the world. It has, since its foundation, controlled nearly two billion acres of land and has left less than a billion. Colonizing within your own territory on that scale is a fair sized constructive job, don't you think?

The Bureau of Pensions suggests politics, of course. It has paid out over $4,000,000,000 and it is one place where we surely need an upright executive with the interest of his employers at heart to see that everyone gets a square deal and that votes and patronage don't count.

## Many Things the Government Might Do Better.

Uncle Sam as an educator appears in the Bureau of Education whose experts study the educational development of the whole world and seek to act as a clearing house for the nation's schools and teachers. Another place where sane, constructive work is of incalculable value.

The Bureau of Indian Affairs is another division where resource and ingenuity—that intuitive grasp of the way to do things that characterizes the American business man—should be called into play.

In adding to the wealth of the nation and helping keep down the cost of living by increasing the productive area, the Reclamation Service with its gigantic western irrigation projects, accomplished, under way, and contemplated is a conspicuous example of the versatility the man who bosses the whole big job—the President —should possess.

We told you there isn't room to tell it all so we shall pass over the Patent Office and the Geological Survey, merely citing them as further evidence of the diversity of the President's task, and go on to the immensely important Department of Agriculture. All of us eat. Yet on what should be one of the most militantly active functions of the whole Government, striving at top speed, night and day, to increase quality and decrease cost of food production, we spend in a year just about what it costs to build one battleship. It is charged with learning and teaching more intensive methods of production, guiding the farmers in securing greater crop yields, warring against parasites and pests that attack vegetables or animals, disseminating breeding information, inspecting meats, transplanting exotic trees, fruits, flowers, vegetables and grains and teaching them to grow on our soil, testing and mapping soils, watching over the national forests, fostering the infinitely



important good roads movement and teaching private owners to preserve their own resources. Is it necessary to argue the wisdom of electing a President who will see instantly the vast importance of the Department of Agriculture and who will appoint as its head a man who will make it one of the foremost divisions of the Government?

## Both Business and Labor Need Wise Direction.

Read this concise summary of the work of the Department of Commerce (we're still talking about that big job bossed by the President, remember) and see how intimately it touches the business life of the whole nation. It is charged with promoting the commerce of the United States, its mining, manufacturing, shipping, fishery and transportation interests, the investigation of the organization and management of all corporations except railroads, engaged in interstate commerce, the administration of the Lighthouse Service, taking of the census, publication of statistical information, making of coast and geodetic surveys, inspecting of steamboats and enforcing safety laws governing them. It has jurisdiction over merchant shipping, executes the laws requiring wireless equipment on steamships and through its Bureau of Standards directs the construction, maintenance and applications of standards of weights and measures.

If you had to hire a man to run that particular job wouldn't you think a man of affairs and accomplishments might fill the bill?

The Department of Labor affects all of us whether we happen to be wage earners or employers. It influences the quality of our citizenship through directing and controlling, under the law, the vast tide of immigration and administering the naturalization laws. It is charged with fostering the welfare of our millions of workers. improving their working conditions and advancing their opportunities, with gathering and disseminating all sorts of information affecting labor and laborers and with avoiding trade paralysis by maintaining industrial peace through conciliating strikers. A poor place for politics!

## The Public Health Too Important For Trifling.

Scientists all over the world have paid homage to the surgeons of the army and navy and the Public Health Service of the Treasury Department of the United States. What they have done to save human lives and promote physical welfare is one of the brilliant chapters of our history. Surely only big-minded executives should direct the departments under which the various medical services of the nation are controlled.

If only there were space to tell you of Uncle Sam as the world's greatest librarian with his Library of Congress, the finest in the universe; or to give you some of the details of his being, through the Government printing office, the head of a staggering printing business that is duplicated nowhere on earth; or of the qualifications he needs for honestly and wisely selecting through his Civil Service his more than 400,000 subordinate employees; or to explain how his dealings with the South American republics through the Pan American Union are going to benefit our commerce if wisely conducted; or of the kind, extent and importance of his dealings with our insular possessions. But we must pass on to a summary of just a few more important functions.

Where is there more need for big executive brains than in the Interstate Commerce Commission, charged with the regulation and general supervision of our great common carriers? It has come to be an economic axiom that railroad prosperity and national prosperity go hand in hand, hence with its control of transportation rates, rules and conditions, the work of the Commission is of vital importance.

The Interstate Commerce Commission's work is essentially practical and largely technical. It calls for both knowledge of and experience in railroad operation and railroad finance and demands expert acquaintance with all the intricacies of railroad accounting. This body not only fixes rates and tariffs, but supervises the safeguarding of the lives of passengers and operatives. Yet from the creation of the Commission to the present day not a single member has been a practical railroad man. There is not an individual in the whole country who is not affected by the railroads and, therefore, the top notch of efficiency, probity and ability is a reasonable demand.



## Banks, Business and the Government.

There are, also, the Federal Reserve Board supervising the recently created Federal Reserve banks which are to greatly affect the stability and elasticity of our money supply and must be wisely and competently run, else there is danger ahead. There is the Federal Trade Commission acting as a sort of advisor and Father Confessor to Big Business and able to do much to make or mar; there is the United States Board for Meditation and Conciliation charged with keeping traffic from getting into a snarl when the common carriers and their employees get to squabbling and a dozen other boards, commissions and committees doing all sorts of important work for Uncle Sam.

And last—just because we happened to think of it last—there is the Department of Justice with its Attorney General appointed by the President. It enforces the national laws, construes the statutes under which other departments act, gets evidence of illegitimate acts against the Government through its Bureau of Investigations, gives advice to the President and Congress, and represents the Government in the Federal Courts. Yes, a place for a big, progressive honest lawyer.

**It costs a billion dollars a year to run the Government of the United States. Experts agree that three hundred millions every year—nearly one-third—is wasted in inefficiency, red tape, loose organization and political catering. The latest report of the Secretary of the Treasury shows that the per capita cost of Government in 1915 was seventy-two per cent greater than that of 1886.**

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**HAVE WE MADE OUT A CASE THAT THE PRESIDENCY IS A BUSINESS MAN'S JOB?**

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